

*Readiness Reform Battle Rhythm*

February

March

April

May

(b) (5)

## RRSG and RRWG Leads Updates

(b) (5)

# RRSG Recommendation Implementation Tracking and Assessment Methodology

(b) (5)

# RRSG Recommendation Implementation

## Key Milestones

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(b) (5)

# Root Causes Identified by CR/SRR

- CR focused on six areas of shortfalls
  1. Individual: Poor seamanship
  2. Unit: Breakdown in watchteam performance
  3. Force generation: Breakdown in Japan-based ship training/readiness
  4. Force employment: Headquarters failure to assess risk
  5. Equipment: Lack of bridge/CIC equipment integration and configuration management
  6. Culture: “Can-do” culture undermines safety standards
- SRR focused on degradation of readiness. In particular, smaller margins in capital assets and personnel make it hard for the Navy to support increased OPTEMPO. Specifically:
  1. Readiness not prioritized
  2. Supply and demand mismatch
  3. Unclear C2 relationships (e.g., alignment of authority, responsibility, and accountability)
  4. Lack of learning

## Consolidated CR/SRR Root Causes

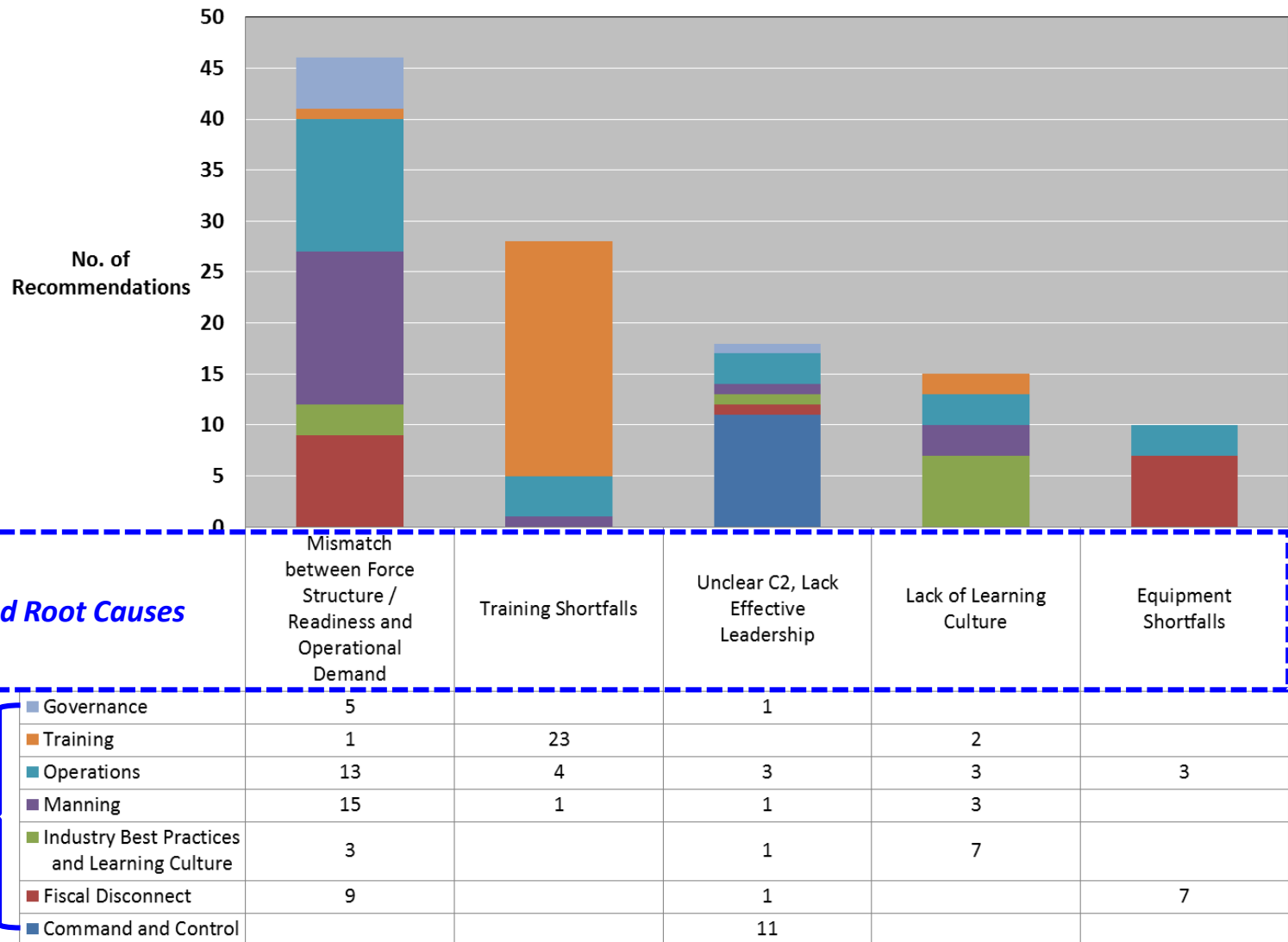
Consolidated CR/SRR Root Causes	CR	SRR
<b>Mismatch between Force Structure/Readiness and Operational Demand</b>	<ul style="list-style-type: none"> <li>Force generation: Breakdown in Japan-based ship training/readiness</li> </ul>	<ul style="list-style-type: none"> <li>Supply and demand mismatch</li> </ul>
<b>Training Shortfalls</b>	<ul style="list-style-type: none"> <li>Individual: Poor seamanship</li> <li>Unit: Breakdown in watchteam performance</li> </ul>	<ul style="list-style-type: none"> <li>Readiness not prioritized</li> </ul>
<b>Unclear C2, Lack Effective Leadership*</b>	<ul style="list-style-type: none"> <li>Force employment: Headquarters failure to assess risk</li> </ul>	<ul style="list-style-type: none"> <li>Unclear C2 relationships (e.g., alignment of authority, responsibility, and accountability)</li> </ul>
<b>Lack of Learning Culture</b>	<ul style="list-style-type: none"> <li>Culture: “Can-do” culture undermines safety standards</li> </ul>	<ul style="list-style-type: none"> <li>Lack of learning</li> </ul>
<b>Equipment shortfalls</b>	<ul style="list-style-type: none"> <li>Equipment: Lack of bridge/CIC equipment integration and configuration management</li> </ul>	

(b) (5) [REDACTED] in [REDACTED] tid [REDACTED] d [REDACTED] cis [REDACTED] s.  
How [REDACTED] ve [REDACTED] to u [REDACTED] clea [REDACTED] C2, th [REDACTED] se [REDACTED] lea [REDACTED] rship d [REDACTED] d [REDACTED] s [REDACTED] yeld [REDACTED] ctive [REDACTED] lts.

***Pending further RRWG review and Leadership Guidance***

# Implementation Playbook: Senior Executive View (2/2)

## Alignment of Consolidated Root Causes with Recommendations



**CR/SRR/GAO/IG  
Recommendations**

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## *Functional Area Updates*



# RRSG Functional Area Update – Industry Best Practices and Learning Culture Working Group

- **Lines of Effort**

- Culture/Change Management (IND 1,3,4,6)
  - Focus IND 2 [redacted] from [redacted] environment [redacted] culture [redacted] learn [redacted] culture (high performance team)
- Modeling/Assessment (IND 7,8,9,10)
  - Focus IND 5 [redacted] elements [redacted] assessment of [redacted] cycles and [redacted] changes
- Human Factors (IND 11)
  - Focus IND 1 [redacted] fatigue and [redacted] performance management
- Strategic Communication (IND 12)
  - Focus IND 1 [redacted] communication Executive and Legislative Branches on Navy readiness/presence trade-offs

- **Progress on Implementation**

- Exploring best practices with industry leaders, consulting groups, and RC leaders with deep/relevant civilian experience.
- An AC advisory team will help translate these practices to the Fleet.

- **Specific WG-level Assessments Discussion and Barriers to Implementation**

- As the exploration process unfolds, we'll define assessment criteria and identify barriers.

- **Cross Working Group Interactions**

- Our expectation is to be a resource to other WGs for help with best practices and other SME needs.

# RRSG Functional Area Update – C2 Working Group

- **C2 “Bottom Up” Review**

- (b) (5) Focus Areas: Echelon III reform C2F

- Total action items assigned: 1

- Item 1: Reform Fg [REDACTED]

- Item 2: TYCOM role (CC3, CC4, CC8)

- Item 3: F F model (CC9, CC10)

- **Implementation status**

- CC1 NSGW established

- C2 COA in final development; “wargame” next phase

- **Finding the right C2 assessment tool(s) & metrics will be challenging**

- CNA supporting effort to develop

- **Specific barriers**

- (b) (5) Public Law 31

- Committee in Congress

- Multiple policy changes (certification authorities, ADCON/OPCON changes, etc.)

- Align with among multiple efforts (Blue LOE 5, C2F, Echelon I-V Reform)

## RRSG Functional Area Update – OPS Working Group

## Lines of Effort & Status

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## Mer Primes

- Issue Lee Advisory on Ship Steering Systems (N/VSEA complete TY OM on /P)
- Conduct study for S Assessment (Ongoing All FND completed with additional ships being scheduled)
- Reserve 6F 4 on 4 of table (completed)
- Improve dining culture and raise dining awareness and reject normal "on of deviation" /P)

# Mer Prises

- Re-evaluating Operational Requirements in WESTPAC Immediate Actions Completed Additional Work (P)  
 Storing 7F deliberate employment schedule process Additional Work (P)

## Mer Primes

- Evaluate the utility of RAMP (initial actions complete; long term SFEM Appendix D rewrite)

## Progress on implementation

- ```

+ |CNSF ██
| N3N5 is █████ an █████ CFT █████ address █████ items
| C6F █████ managing progress on 1 item

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### Specific challenges

- + | Co[REDACTED]erab[REDACTED] work[REDACTED] co[REDACTED]across[REDACTED] the Navy[REDACTED] es[REDACTED] ab[REDACTED] ed[REDACTED] ruct[REDACTED] es[REDACTED] wit[REDACTED] can[REDACTED] read[REDACTED] es[REDACTED] ed[REDACTED] es[REDACTED]  
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 | req[REDACTED] re[REDACTED] fro[REDACTED]m focu[REDACTED] (OFRP reviews, new O-Plan focus, NDS, CNOG-20, etc.)

# RRSG Functional Area Update – Fiscal Working Group

- **Lines of Effort**

- 17 line items binned into three categories
  - Balancing resources vs requirements for ship maintenance
  - Improve processes and metrics that assess and support ship maintenance
    - Specific investments to enhance seamanship and navigation

- **Progress on implementation**

- In process of properly scoping recommendations on actions and identifying root causes
- Prioritizing importance/level of effort to be applied to each recommendation
- Developing means to assess our progress and ensure sustainability

- **Specific WG-level assessments discussion and Barriers to Implementation**

- Many issues are currently broadly defined with diverse ownership
- Recommend developing and formalizing process to adjudicate funding requirements

# RRSG Functional Area Update – Governance Working Group

- **Lines of Effort**

(b) (5) establish Readiness as a Priority” “Match Supply and Demand”

1. Ship and recapitalization (G6): Governance structure for regular progress reports to leadership and Congress (NAVSEA)
2. Force Generation/Force Employment balance (G6): Legislative proposal in support of Readiness Standard development and enforcement (N3/N5)
3. External oversight reporting Continuation of ongoing work (DNS)
4. DOPMA/Goldwater-Nichols (G2-4): Legislative proposals in support of MPT&E and career path efforts (CNP)
5. Condition Congressional/Exec Branch leaders (G7): Testimonies/Posture statements (SECNAV, CNO)

- **Progress on implementation**

- OPRs & stakeholders identified. Information gathering.

- **Specific WG-level assessments discussion and Barriers to Implementation**

- Next opportunity LEGPROP subcommittee FY2018 Legislative Cycle (summer '18)
- Ensure proposals are nested and support other work group efforts (OPS, C2 & Fiscal)

- **Describe areas where your work crosses organizational boundaries to give a sense for the cross functional/matrixed complexities you are working**

- All Governance proposals are cross-boundary and related to ongoing work



# ***RRSG Functional Area Overview***

## ***Training and Manning Working Groups***

### ▪ **Working Group Construct**

- Two functional area working groups
- Manning group chaired by N13/CNPC, Training group chaired by NETC

### ▪ **Recommendation Overview**

- (b) (5) There are 26 Training and 20 Manning recommendations
- There are even PRs distributed across the 46 recommendations
- PRs and Stakeholders are in full concurrence on binning of recommendations
- Three manning recommendations were re-binned last week

### ▪ **Progress**

- (b) (5) Working groups are formed and contain all stakeholders
- Groups are leveraging previous work completed by N1/NPC/BUMED/FFC/CPF/CNSF
- Six Training recommendations have been implemented with assessments pending
- Three manning recommendations have been implemented with assessments in progress

### ▪ **Critical Path Effort/Tiering Prioritization**

- SWO Career Path review and approval
- SWO Career Path Training and Manning Recommendations are top tier priorities



# RRSG Functional Area Update

## Training Working Group

### ■ Lines of Effort

- Evaluate SWO Career Path from Accession to Major Command and
  - Review all facets of proficiency development, assessment, and sustainment
  - Optimize talent distribution and qualification currently at all career milestones
- Enhance Navigation/Shiphandling team training, BR high traffic density in extremis simulator
- Maneuvering training standard to Standards of Training, Certification, and Rating (STC) criteria
- Modernize shore-based training facilities ISO increased capacity & Bridge/CIC integration

### ■ Progress on Implementation – (26 Training Line Items)

- (b) (5) Line Items Implemented
  - Defined OOD & AD requalification (TR 9, R 19)
  - High traffic NSST evaluations (R 14)
  - Enhanced SIC Av Chetrides mandated (TR 16)
  - Bridge/CIC PQS enhanced (TR 17)
  - Op/Tech training validated (TR 20)
- Applied 18 funds towards Bridge/CIC integration
- Increased BDOC/ADOC COVE training by 42.5 hours & PCO COI by 1 week, with Go/No-Go evaluation
- Piloted initial JOOD course, OOD/PCO Assessments, BRM Workshops, & Standing Order/RMD templates

### ■ WG-level assessments discussion and Barriers to Implementation

- Many implemented actions will require long run time assessment (generational)
- Revised SWO Career Path spearheads SR effort but requires 18/22 P funding
  - 18 (PN, \$5.8M OMN, & \$16.3M OPN) & FY18-22 = \$169.2M



# RRSG Functional Area Update

## Manning Working Group

### Lines of Effort

- Evaluate SWO Career Path from Accession to Major Command and  
• Prioritize Manning to Assets
  - Revise Overseas Greening processes
- Evaluate New Workload Requirements
  - Adjust Manning as appropriate to address New Fatigue and New Reqs
- Establish human performance expertise, mental health support, and Commanding Officer mentors in fleet concentration areas

### Progress on Implementation

- (b) (5)
  - Overseas Sea Duty Greening improvement (M10)
  - FDNF Manning improvement actions (M13)
  - AF prioritization of [REDACTED]
- Initial in-port workload study completed Sep 17 (CONUS). [REDACTED] in-port workload study ongoing (M7)
  - G end strength -up of 9 (MM/EM/DC ratings) to alleviate in-port stressed ratings

### WG-level assessments discussion and Barriers to Implementation

- (b) (5) Revised SWO Career Path is [REDACTED] toward implementation of additional recommendations
- Additional NAVMAC manpower/resources will be reqd to complete and sustain manpower workload studies
- Critical manning metric remains FIT/FILL





# Overall Sea Duty Manning Projections

## Mitigation Action Impact

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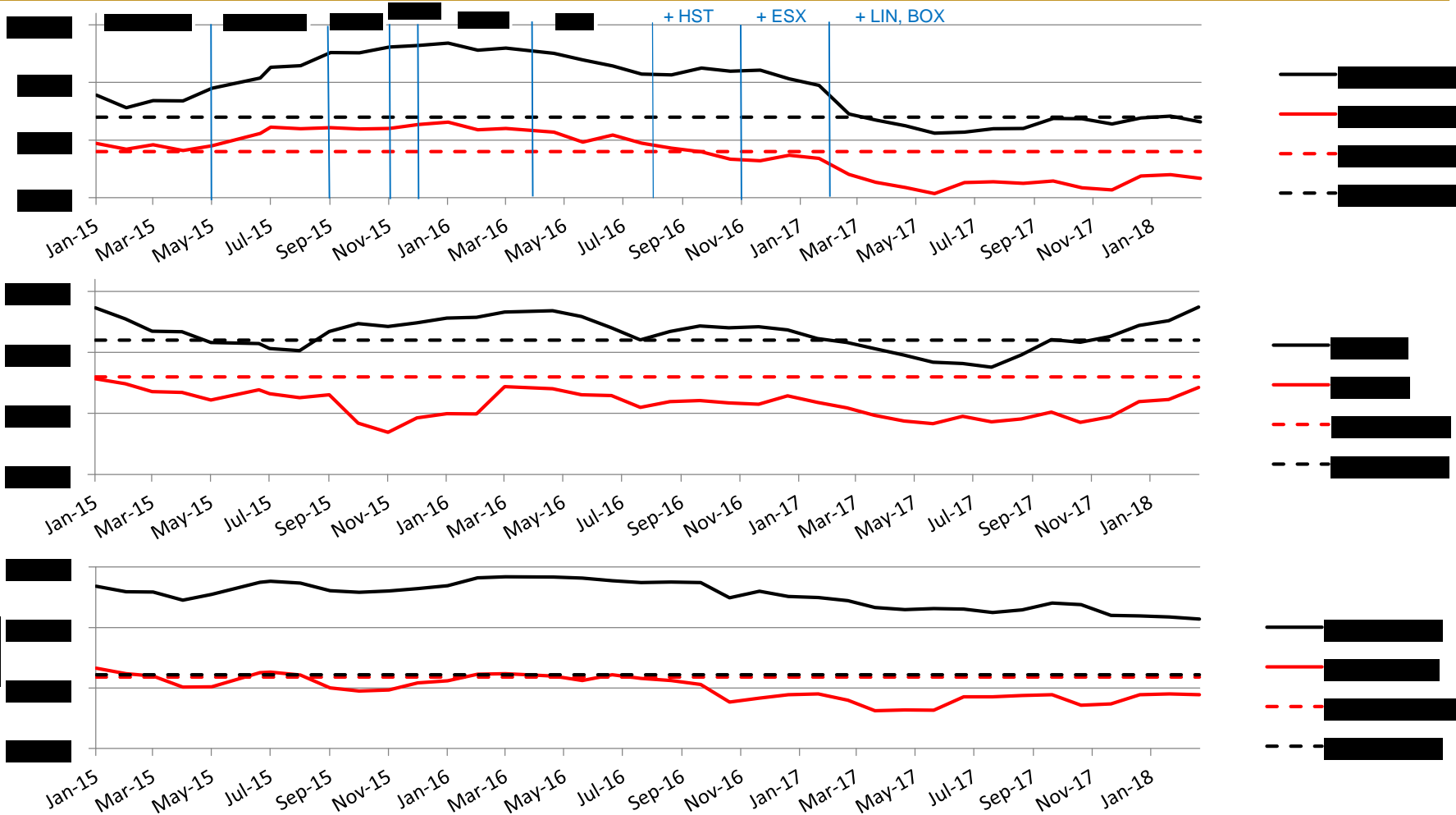
# *Enlisted Sea Duty*

## *Fit and Fill Gaps*

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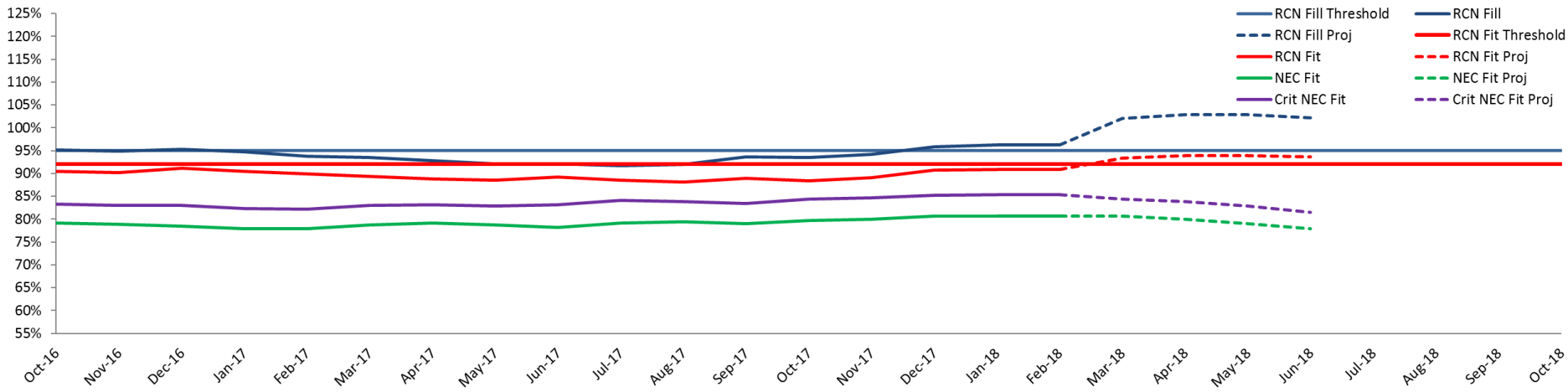
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| TYCOM  | FILL   | FIT   |
|--------|--------|-------|
| AIRFOR | 92.8%  | 88.9% |
| NECC   | 95.4%  | 89.1% |
| SUBFOR | 100.1% | 90.1% |
| SURFOR | 97.1%  | 90.6% |



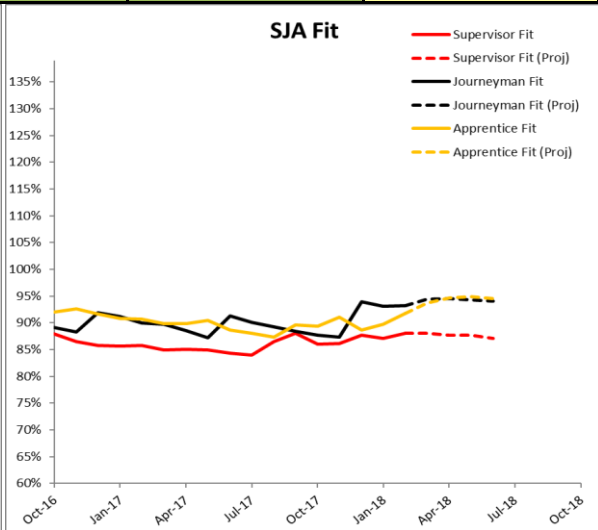
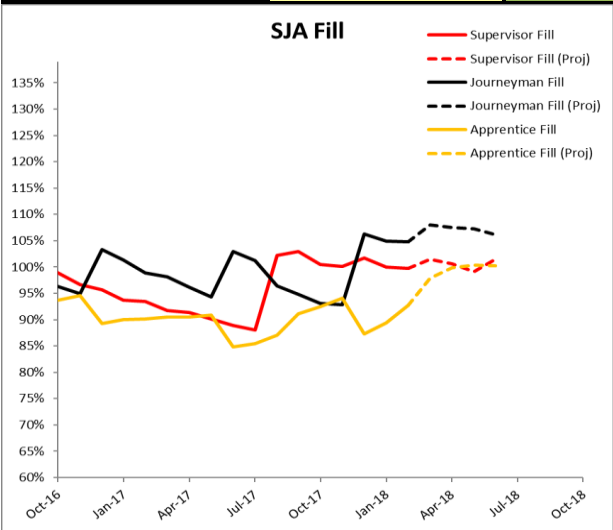
# Carrier Strike Group

## RONALD REAGAN (PAC FDNF)



| Current Month |            |            |            |       |
|---------------|------------|------------|------------|-------|
|               | Supervisor | Journeyman | Apprentice | Total |
| RCN Fill %    | 99.7%      | 104.8%     | 92.7%      | 96.3% |
| RCN Fit %     | 88.1%      | 93.2%      | 91.7%      | 90.8% |

| Current Month          |            |           |           |                |
|------------------------|------------|-----------|-----------|----------------|
| Unit                   | RCN Fill % | RCN Fit % | NEC Fit % | Crit NEC Fit % |
| Strike Group Total     | 96.3%      | 90.8%     | 102.2%    | 93.6%          |
| CVN 76 RONALD REAGAN   | 97%        | 93%       | 78%       | 83%            |
| COMCARSTRKGRU 5        | 90%        | 86%       | 64%       | 100%           |
| CG 54 ANTIETAM         | 95%        | 90%       | 82%       | 89%            |
| CG 62 CHANCELLORSVILLE | 96%        | 90%       | 83%       | 92%            |
| CG 67 SHILOH           | 94%        | 89%       | 80%       | 85%            |
| COMDESRON 15           | 109%       | 79%       | 73%       |                |
| DDG 52 BARRY           | 97%        | 91%       | 76%       | 86%            |
| DDG 54 CURTIS WILBUR   | 95%        | 91%       | 81%       | 87%            |
| DDG 63 STETHEM         | 97%        | 91%       | 74%       | 89%            |
| DDG 65 BENFOLD         | 95%        | 89%       | 80%       | 84%            |
| DDG 85 MCCAMPBELL      | 97%        | 91%       | 79%       | 82%            |
| DDG 89 MUSTIN          | 96%        | 90%       | 79%       | 83%            |
| CARRIER AIR WING 5     | 102%       | 90%       | 80%       |                |
| HSC 12 HELSEACOMBATRON | 97%        | 90%       | 91%       | 94%            |
| HSM 77 HELMARSTRKRON   | 105%       | 97%       | 92%       | 94%            |
| VAQ 141 VAQRON         | 88%        | 78%       | 76%       | 77%            |
| VAW 125 CARAEWRON      | 98%        | 87%       | 76%       | 74%            |
| VFA 27 STRKFITRON      | 98%        | 87%       | 86%       | 87%            |
| VFA 102 STRKFITRON     | 93%        | 90%       | 89%       | 83%            |
| VFA 115 STRKFITRON     | 92%        | 88%       | 81%       | 82%            |
| VFA 195 STRKFITRON     | 103%       | 88%       | 88%       | 87%            |



## Closing Comments

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## *Backup Slides*



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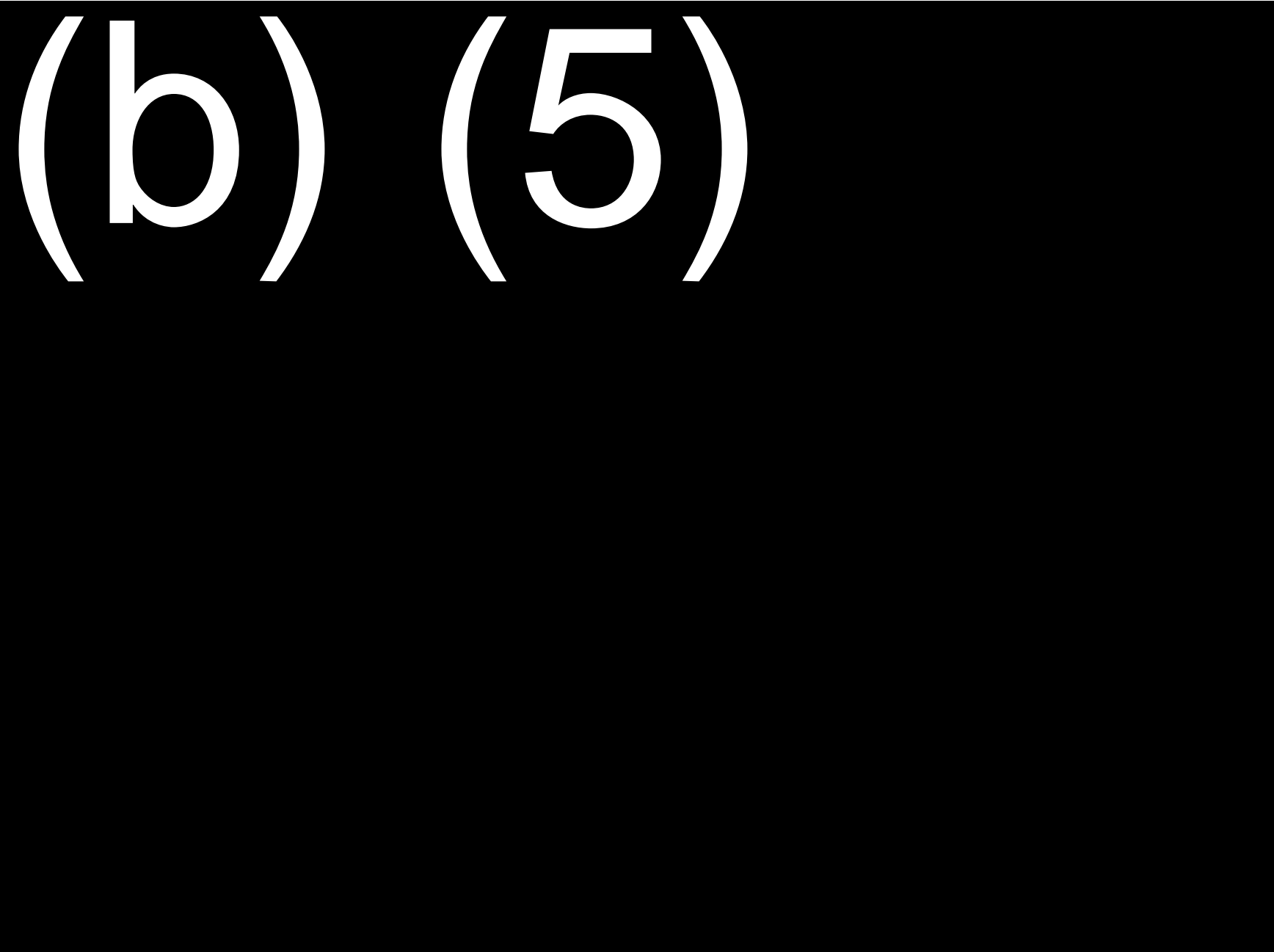
# **Review of CR/SRR Root Causes Alignment with Playbook Corrective Actions**

**26 February 2018**

**(b) (5) Wang, Ph.D.**  
**CN Analyst, RRS G team**

## Overview of CR and SRR Efforts

(b) (5)

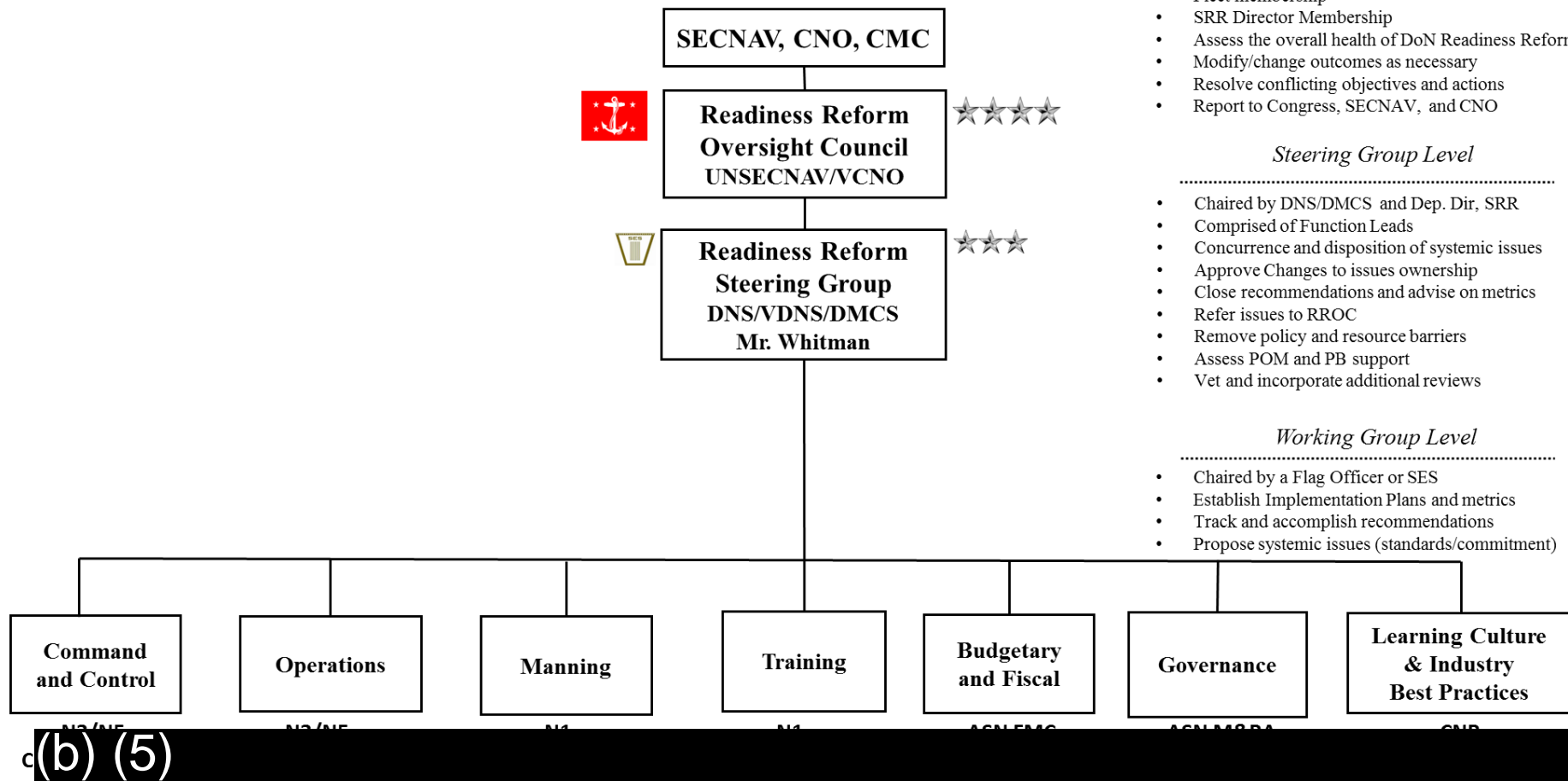


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# SRR Drove RRWG Structure and Implementation Playbook

## Readiness Reform Framework



Data Analytics and Metrics Foundation (NAO)

# Implementation Playbook: Senior Executive View (1/2)

## Seven RRWGs Working on 117 Recommendations

